

**Purpose of the roadmap** is to provide clear guidance and direction on action(s) and investment(s) requirements to realize the full impact of eliminating barrier(s) to accelerate gender parity in your respective organization. Activity phases delineate levels of sophistication and the migration from an internal to an external focus leading Collaborative members to be role models for other industries.

**Use:** aggregate roadmap data is used to install accountability and track progression of companies towards our ultimate goals. Roadmap data is assumed *directional* in nature and is not directly tied to company specific plans, budget and/or commitment. Once company status is assessed, executive(s) work within their company to identify immediate versus long term opportunities.

**Note:** Levels referenced below are according to McKinsey Women in the Workplace study: Level 1 ≈ manager | Level 2 ≈ Sr. Manager/Director | Level 3 ≈ VP

Phase	Roadmap milestone	Select/circle the number that best represents the current state of your organization*	Immediate action / opportunity	Longer term opportunities
<b>1</b> Data and awareness	Completing assessment of current employee data on women representation in first-line management position and progression rates. Ensuring awareness of company data with key stakeholders.	0 1 2 3 4 5 6 7 8 9 10		
	Have the business case for D&I and rationale for D&I goals as part of the onboarding process and included in all manager training program(s) for all levels in the organization.	0 1 2 3 4 5 6 7 8 9 10		
<b>2</b> Accountability	For Level 2 and 3 leaders specifically: diversity goals and expectations are clear, performance tracking and assessment is standard operating procedure, results contribute to performance review processes.	0 1 2 3 4 5 6 7 8 9 10		
	Level 3 leaders are accountable for ensuring diversity among their level 2 leaders.	0 1 2 3 4 5 6 7 8 9 10		
	Level 3 leaders are accountable for ensuring that level 2 leaders have diverse teams under them. There is sufficient monitoring and tracking of team diversity.	0 1 2 3 4 5 6 7 8 9 10		
<b>3</b> Systems and processes	Level 2 leaders are accountable for ensuring diversity among their level 1 managers.	0 1 2 3 4 5 6 7 8 9 10		
	Hiring and promotion processes require diverse slates for level 1 and 2 leaders.	0 1 2 3 4 5 6 7 8 9 10		
	Processes and practices to identify high potential talent have diversity targets, specifically for level 1 and 2 leaders.	0 1 2 3 4 5 6 7 8 9 10		
	Company has implemented robust objective assessment tools to balance historical subjective systems in hiring and performance evaluation systems, specifically for level 1 and 2 leaders.	0 1 2 3 4 5 6 7 8 9 10		
	HR / L&D is ready and able to work with individuals to ensure compliance with diversity goals for level 1 and 2 leaders.	0 1 2 3 4 5 6 7 8 9 10		